

# California Arts Council

## *Strategic Plan* 2006

### A Direction for 3-5 Years

California



Arts Council

Adopted May 10, 2006

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**I. Strategic Assessment**

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## I. Strategic Assessment

The following is a summation of key points made during assessment discussions at the Strategy Creation Session in September 2005.

### *Strategic Assessment Summary*

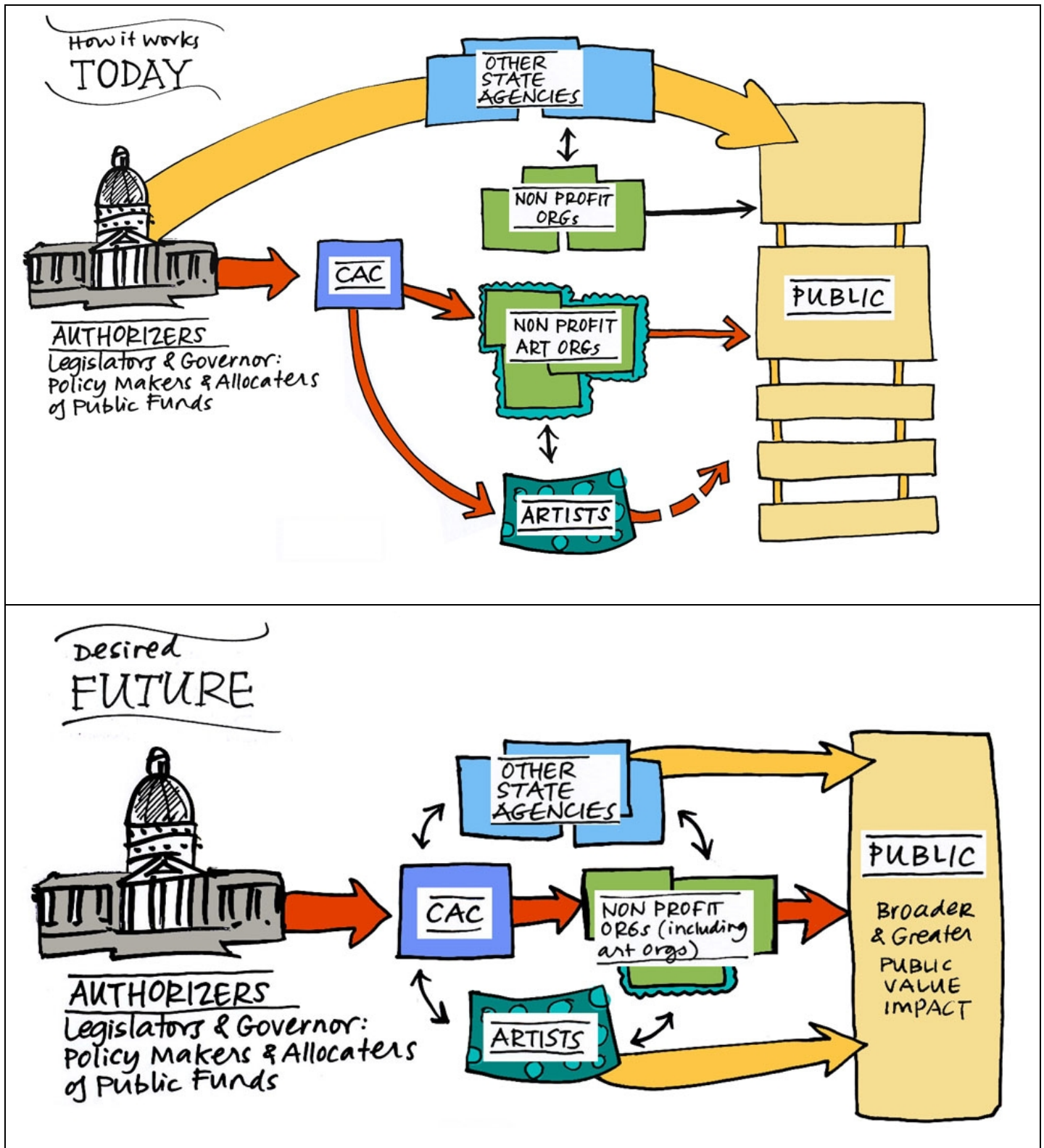
- State art agencies are at the end of a 30-year cycle of success.
- Many state art agencies have gone through similar funding cuts and have been conducting their own strategic planning processes to redefine themselves and evaluate sources and alternatives available.
- Interesting and potentially promising alternatives include, tax credits, cultural trusts, bonds, local tax districts, and/or private/public partnerships, etc.
- A common theme in the planning for many state art agencies is increasing focus on Creating Public Value (see Mark Moore's book *Creating Public Value In State Agencies*.
  - Clarifying whom they serve and the public value they provide.
- Although all state art agencies have suffered significant budget cuts, among California's comparative set of states, it ranks last. California needs to make a better case for public funding of the Arts.
- California Arts Council (CAC) has specific challenges:
  - To make its case to the Legislature for public funding during difficult budget times.
  - Tax and spending limitations that started with Proposition 13, thus leaving a generation of California kids with little or no exposure to arts education.
  - Initiatives that mandate funding levels have constrained discretionary general fund appropriations.
  - None of the above is likely to change any time soon.
- CAC is challenged to consider a new strategic plan to become more relevant.

### *Strategic Implications*

- CAC needs to rethink its role.
- CAC needs to create a model where it works through other stakeholders to leverage public funds to make the greatest impact.
  - CAC's model (see page 5 and 6).
  - With affiliated infrastructure organizations.
  - With past collaborations with other state agencies on "pilot" programs.
- CAC needs to clearly communicate how it serves the public, in order to build its brand and value.
  - Determine and promote the common issues the agency can and does effectively/credibly address on the public's behalf.
  - Package grant making into thematic agendas tied to a specific public issue.
- CAC needs to strengthen its relationships with other state agencies.
  - Demonstrate partnership abilities.
  - Demonstrate the practical and valuable applications of the Arts.
- CAC needs to be viewed as relevant and valuable to "Authorizers" (Governor and Legislators).
- Council members need greater clarity on how they can effectively influence "Authorizers" on:
  - How to speak, what to say, and a better understanding of the dynamics of the legislative and/or political process.

## II. CAC Future Business Model

The drawings below depict the strategic shift required for CAC as described during the Strategy Creation Session.

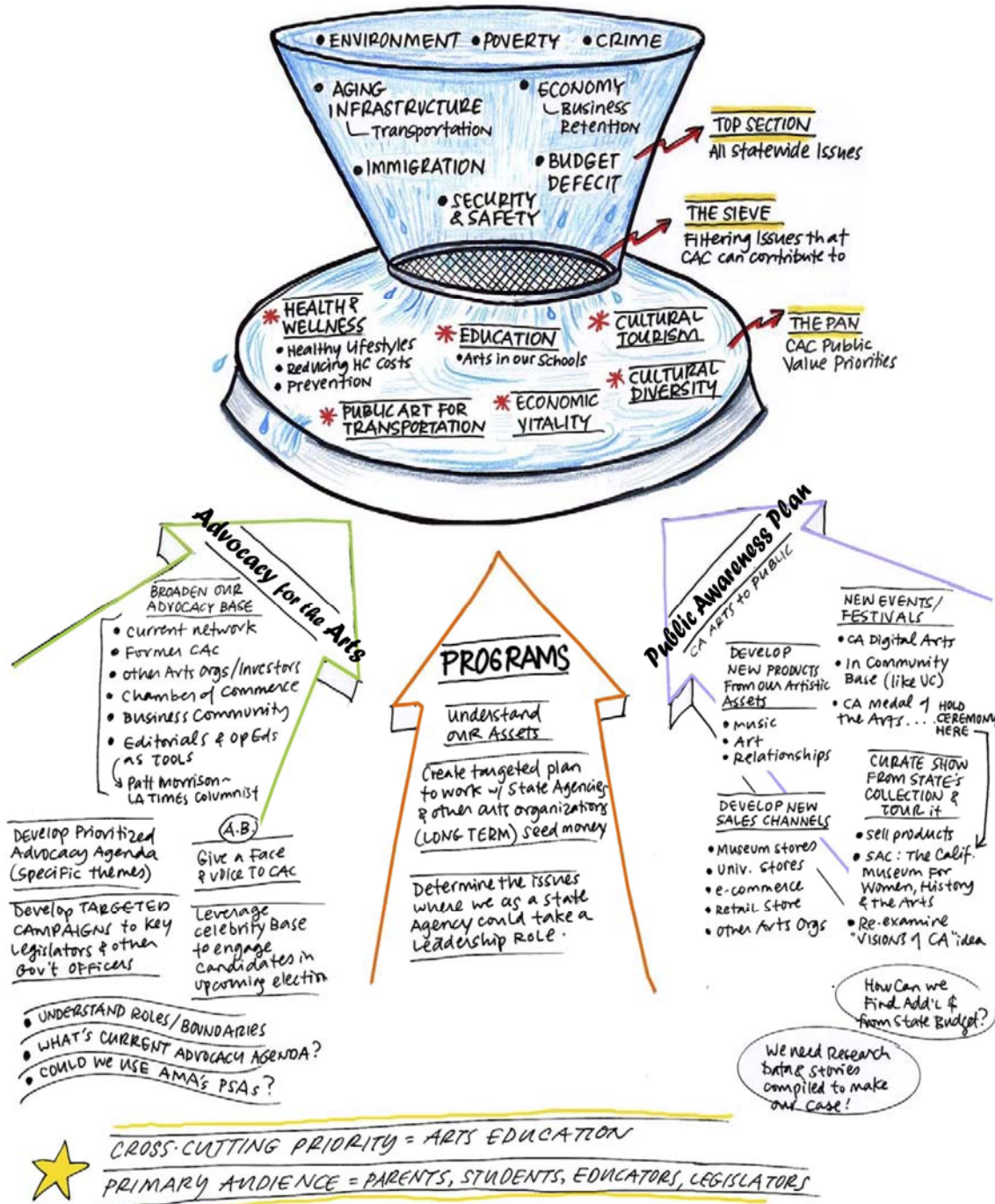


## II. CAC Future Business Model

Below is a graphic image presented to describe the way in which the CAC would build and maintain a strong, relevant and valued Art Agency for California.

The three arrows are the core elements that must be developed and managed for CAC to achieve its goals of being a public value-driven art agency. These three elements were fleshed out into strategies during this planning process.

### Future Business Model for CAC to become a Public Value-Driven Agency





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III. Core Strategies**Public Awareness Plan*****What does CAC need the Public Awareness Strategy to do?***

1. Increase the public's understanding of how the Arts impact families, communities and the citizens of California.
2. Increase the public's support for the Arts.
  - More public monies spent on support of public programs that showcase the Arts.
    - Childhood Development
    - Education
    - Community/Civic projects
    - Transportation
    - Public Art
    - Economic Development
    - Health and Human Services
  - Increase audiences at the state's art institutions, events and programs.
3. Position CAC as a relevant public agency and a champion for all the Arts.
  - Demonstrate our value as the Arts' state agency.
  - Contribute to programs and partnerships throughout California.

***The Public Awareness "Campaign":***

1. **Who is our target audience?** All Californians
2. **What are our goals?**

- Goal 1: Increase the public's understanding of how the Arts play a unique role in strengthening the state's culture, communities and economy, so that more Californians participate in the support of the Arts in their community.
- Call to action:
    - Go/see/participate/create
    - Become an arts advocate
- Goal 2: Position CAC as the public's arts agency to promote and expand/diversify/deepen the role of the Arts throughout the state.
- Communicate a positive and empowered CAC "brand."
  - Work throughout the state to highlight partnerships.
  - Build a strong grassroots support for the Arts that continues long into the future.
  - Advocate for issues Californians care about.
  - Connect the creative individual to her/his community.

## III. Core Strategies

## Public Awareness Plan (Cont'd.)

## 3. How will we achieve these goals?

Strategy A: Craft and promote the California Arts Creative and Culture Story.

- Define the story/stories that demonstrate the value of the Arts in the state.
  - Citizens
  - Communities
  - Culture
  - Economy
- Clearly define the public need for the Arts and role of CAC.
- Clearly define how Californians can support the Arts.

Tactics:

1. Engage a firm to create the public awareness campaign.
  - Develop a focused public awareness campaign to promote new agency direction and priorities. Design ancillary campaigns to advance specific agency programs and efforts, such as the California Music Project and the Arts License Plate.
2. Build trove of actual testimonials.
  - Celebrated artisans
  - Educators
  - Non-art professionals
  - Kids
  - Artists
  - Companies
  - Community leaders
  - Political leaders
  - Sports personalities
3. Launch a series of Public Service Announcements (i.e., television, radio, outdoor, etc.) to tell the story of California's Arts and Culture through media and public relations oriented promotions.
4. Increase visibility and cultural credibility for CAC's mission/campaign/products.
  - Seek coverage in magazines, popular TV shows, etc.
  - Ask celebrities to wear CAC T-shirts on TV to draw attention to supporting the Arts.
  - Request that high profile citizens speak publicly about their participation in the campaign.
  - Seek campaign coverage on public TV/radio programs across the state.
5. Create a way to direct public to arts advocacy websites to participate in greater public support for the Arts.
  - Tag all campaigns with brief statement identifying how to become an arts advocate in the state.

### III. Core Strategies

#### Public Awareness Plan (Cont'd.)

Strategy B: Develop relevant California products and programs to engage more citizens in supporting and celebrating California's arts and creative culture.

- Tactics:
1. Develop and launch a series of new products and programs to support this campaign.
    - California Music Project:
      - CDs
      - Music education and programs at California State University system.
      - T-shirts, caps, etc.
    - California Digital (Media) Arts (commercial and non-commercial).
      - California Digital Arts competition and awards throughout the California State University system.
      - Digital Arts Mentorship Conference (California Artists, Companies, and Students).
    - California Arts and Cultural Products using images provided by artists.
      - Posters, T-shirts, mugs, etc., with logo campaign slogan.
        - Inventory images that are already available.
        - Identify ideal artists to solicit.
        - Conduct solicitations and secure release.
  2. Integrate existing products and programs into product distribution plans.
    - Arts License Plate.
    - California's Arts Day: Statewide *Take Part in Arts* event.
    - *My California* anthology of California writers.
  3. Integrate public awareness strategies into all CAC-sponsored events and conferences.
  4. Create a process for allies and partners to participate in the campaign.
    - Arts organizations
      - Approach museum stores to sell products, with profits to be shared as agreed upon.
      - Approach performance and event producers to promote CAC-branded products.
      - Encourage arts organizations to have a "CAC campaign for arts and culture" link on their websites.
    - Other State Agencies
      - Enlist campus bookstores and other retail outlets within the University of California and California State University systems to sell products and promote programs in stores and at campus events.
      - Encourage cultural tourism field to use the Arts campaign while promoting tourism in the state.
      - Encourage Department of Parks and Recreation visitor information/store outlets to sell products and promote California arts and creative culture.
  5. Research the potential to establish a central database of California's artists in all disciplines.



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III. Core Strategies**Public Awareness Plan (Cont'd.)**

Strategy C: Establish partnerships with California companies that have thrived on the creative culture of California, and that seek to give back to the art and creative community in a meaningful way.

- Tactics:
1. Develop a corporate sponsorship/affiliate program, and solicit participants to:
    - Underwrite (financially sponsor) CAC public awareness campaign products/programs.
      - Contribute start-up costs for product development and production.
      - Contribute funding for arts conferences.
      - Survey, evaluate and curate the State’s public art holdings.
      - Provide pro-bono services in developing and launching the public awareness campaign.
    - Provide no-cost distribution (outlets for “sale”) of CAC products through retail stores or to company employees.
    - Develop corporate giving programs to provide matching funds to support California Arts organizations.

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**III. Core Strategies****Advocating for the Arts****What does the CAC need the strategy for Advocating for the Arts to do?**

Create and maintain a favorable authorizing environment for the Arts in California.

This will be measured by:

1. A greater percentage of public funds allocated to the Arts and arts programs throughout the state.
2. A strong, focused coalition of arts advocates at the state and local levels.
3. The CAC being viewed as a valuable state agency and contributor to the state's success and funded appropriately to accomplish its mission.
  - To advance California through the Arts and Creativity.

**What is the difference between Advocacy and Lobbying?**

1. To advocate is to provide active support, to educate and/or to speak in favor of a cause, an issue or an organization.
2. To lobby is to seek to influence legislation in favor of or against a special interest and/or a specific bill(s).

### III. Core Strategies

#### Advocating For the Arts (Cont'd.) g

Strengthen CAC's public values-driven message and introduce new strategic direction to key stakeholders.

##### Strategy A:

##### Tactics:

1. Use Strategic Plan to craft a brief, compelling message for all staff and Council members to use in efforts to advocate for the Arts.
  - Should build on core elements of public message promoted by the public awareness campaign, but tailored for authorizing environment.
  - Should clearly communicate:
    - The new CAC focus.
      - Increasing the depth of our ability to be a public value-driven agency.
      - Identify key public issues that CAC has a unique ability to impact (e.g., Arts in Education).
    - Why it is more important than ever to support the Arts in this state.
    - How each legislator can help promote the agency's mission.
  - Explain initial focus on Arts in Education, but prepare for evolving priorities as state priorities change.
    - Data on importance of Arts in early childhood development programs.
    - Data on importance of life-long learning.
    - Data on role of the Arts in improving educational performance of students in California's schools.
    - Data on Arts-based after-school programs that help keep at-risk kids in school and away from negative influences.
    - Data on the long-term economic value of developing creativity.
      - Interview key leaders in the high-tech and creative industries about their early involvement in the Arts and how this exposure influenced their growth and development.

##### Strategy B:

Build strong coalitions for advocating for the Arts.

##### Tactics:

1. Create committee of Council members and staff to meet regularly with the California Arts Advocates and others to strengthen efforts geared towards advocating for the Arts.
  - Report regularly to the full Council on coalition progress.
  - Dedicate staff with clear, articulated duties and responsibilities.
2. Utilize existing relationships with infrastructure groups and other regional and national groups to design a process for building and growing the Arts Advocacy Coalition in California.
3. Convene gatherings of arts and other leaders to consider and address issues facing the Arts and Culture communities, through a variety of methods such as, but not limited to, public forums, conference calls, town hall meetings, etc.
4. Leverage CAC's public awareness campaign to increase the public's participation in advocating for the Arts.

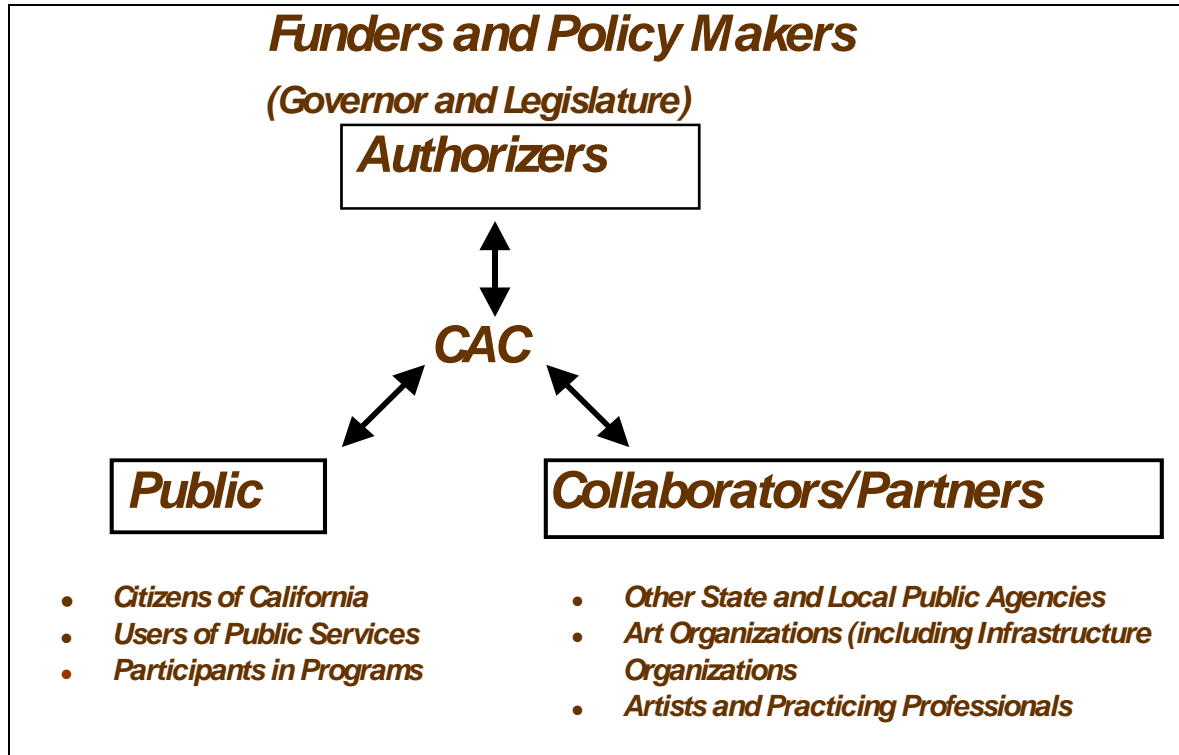
## Advocating For the Arts (Cont'd.)

Strategy C: Actively educate Authorizers of state funds on importance of supporting the Arts.

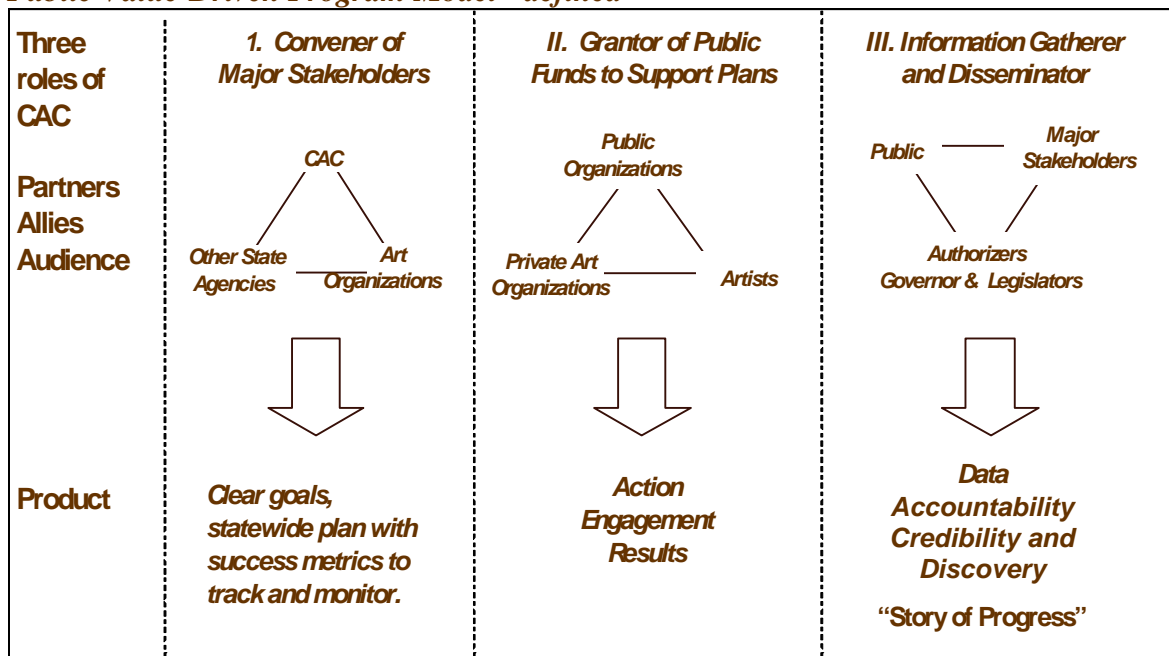
- Tactics:
1. Develop Council Member process for Advocating for the Arts.
    - Council members will visit state legislators in their State Capitol office, in the Council members' districts and in legislators' districts.
    - Make visits with teams of three persons.
      - Someone who has a personal relationship with the legislators (e.g., Council members).
      - Local CAC grant recipient/s (person/s affected).
      - CAC staff member.
    - Engage former Council members to assist in contacting their legislators.
    - Seek ways for Council Members to support coalition partners in their efforts to advocate for the Arts.
  2. Optimize all CAC convenings and grant recipient events by inviting authorizers and enabling them to have a personal experience with the Arts.
    - Create process to invite 100% of legislators and their staffs to at least one event per year.
    - Track attendance and report at Council meetings.
  3. Use legislators to give grants to grantees in their districts (e.g., YEA grants).
    - Designated CAC staff to find opportunities to invite legislators to award ceremonies.
    - Designated CAC staff to capture stories/images to provide to recipients, legislators and press.
  4. Seek ways to develop informal relationships with legislative staffers and build stronger relations for CAC and the Arts community.
    - All grantees will send a thank you note to their legislators.
    - Staff will keep track of what is going on in legislator's districts and report to them so they can stay up to date.

## Public Value-Driven Programs

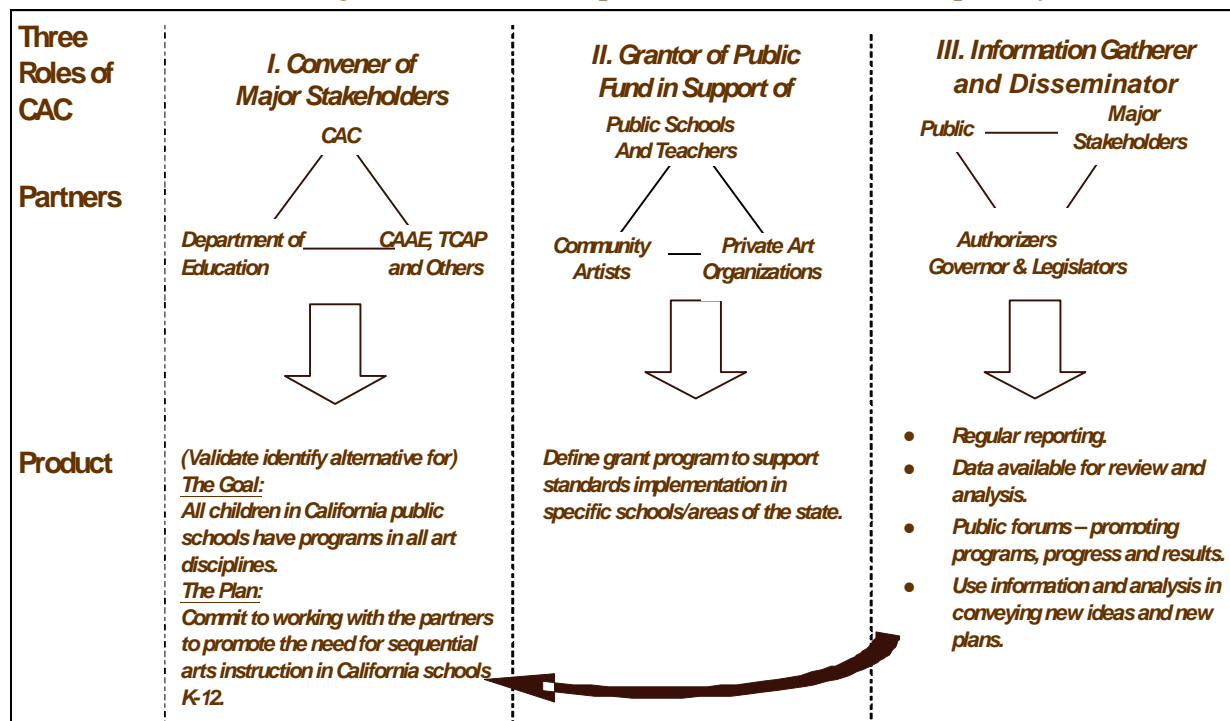
### *Public Value-Driven Program Model*



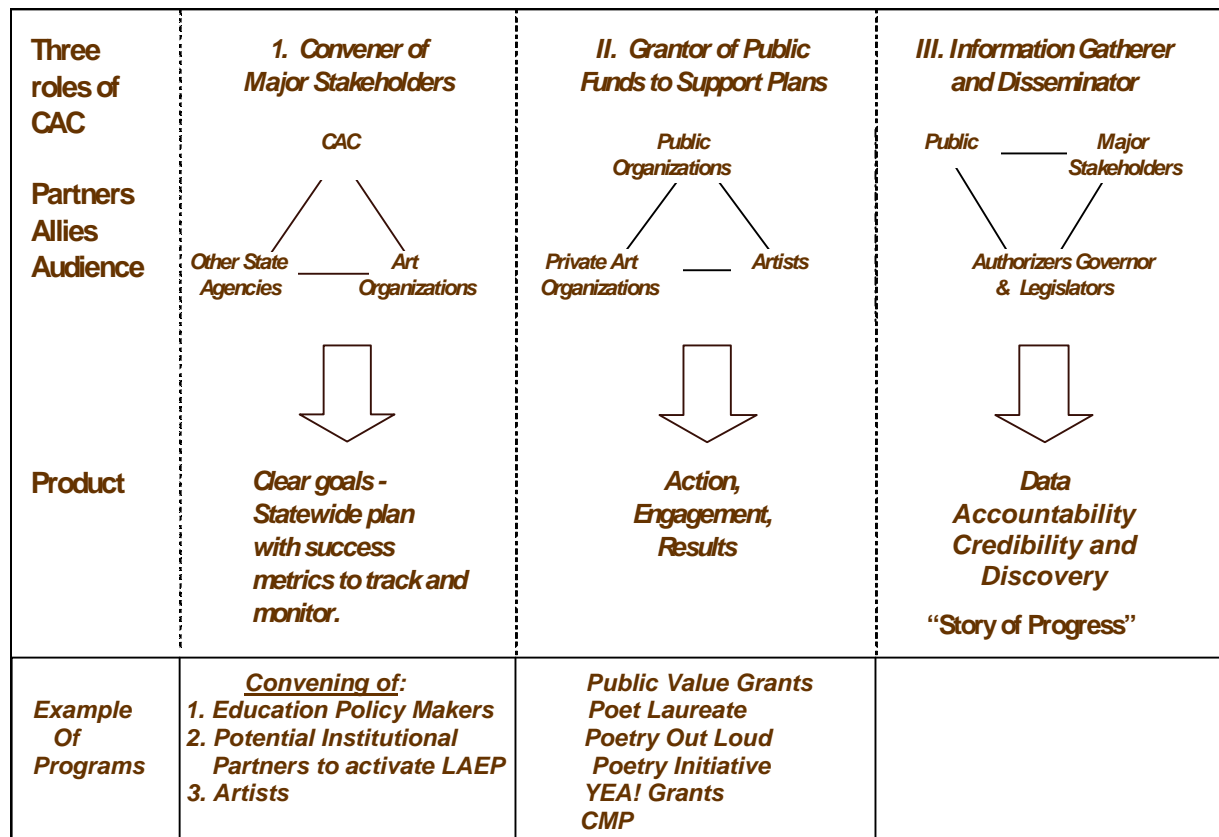
### *Public Value-Driven Program Model - defined*



*Public Value-Driven Program Model – example with Arts in Education priority*



*Error! Public Value-Driven Program Model - with Examples of Programs*





## Phase I: Spring 2006

### *Public Awareness Plan Strategy*

Tasks	Who	When
1. Form Public Awareness Committee.	Marcy and Malissa	March-April 2006
2. Assign dedicated CAC staff.	CAC executive staff	
3. Develop timeline in keeping with steps identified during strategic planning process (Nos. 4-9 as follows):		
4. Complete '06-'07 Public Awareness Plan draft. <ul style="list-style-type: none"><li>– Continue promotion of the Arts license plate.</li><li>– Determine effective use of limited resources to promote existing CAC priorities (e.g., Arts in Education, California Music Project, <i>My California</i>).</li></ul>	Public Awareness Committee with designated CAC staff	To be determined by Public Awareness Committee
5. Determine plan for Public Awareness Campaign. <ul style="list-style-type: none"><li>➤ With the idea that the agency would create an “umbrella” branded campaign that would support promotion of specific programs or priorities (e.g., Arts in Education, California Music Project, <i>My California</i>, Digital Arts, etc.).</li></ul>	Public Awareness Committee with designated CAC staff	
6. Secure start-up funding for Public Awareness Plan from: <ul style="list-style-type: none"><li>➤ Corporations</li><li>➤ Foundations</li><li>➤ Legislature</li><li>– Determine how to raise these funds and still provide support to local art organizations.</li></ul>	Public Awareness Committee with CAC executive staff	
7. Build collaborative model (public/private) with Department of Parks and Recreation. <ul style="list-style-type: none"><li>– Corporations (i.e., Target, Gap)</li><li>- California museums</li></ul>	Public Awareness Committee with CAC executive staff	
8. Finalize plan to support ongoing public awareness efforts with budget and enhanced plan expertise to support strategic direction.	Public Awareness Committee with designated CAC staff	
9. Present Public Awareness Plan to Council. <ul style="list-style-type: none"><li>– Commence Implementation Plan.</li></ul>	Public Awareness Committee	

## Phase I: Spring 2006

### *Advocating for the Arts Strategy*

<i>Tasks</i>	<i>Who</i>	<i>When</i>
1. Form Advocating for the Arts Committee.	Marcy and Phyllis	March 2006
2. Assign dedicated staff to support advocating for the Arts efforts.	CAC executive staff	March 2006
3. Develop timeline in keeping with steps identified during strategic planning process (Nos. 4-9 as follows):	Advocating for the Arts Committee with designated CAC staff	To be determined by Advocating for the Arts Committee
4. Finalize clear, concise message from Strategic Plan for advocating for the Arts.	Advocating for the Arts Committee with designated CAC staff	
5. Define process to introduce new Strategic Plan to Authorizers.	Advocating for the Arts Committee with designated CAC staff	
6. Present new CAC Strategic Plan to Authorizers and California's Arts and Culture communities.	Advocating for the Arts Committee with designated CAC staff	
7. Convene California's Arts Advocacy Coalition.	Advocating for the Arts Committee with designated CAC staff	
8. Define Council member process for advocating for the Arts. <ul style="list-style-type: none"> <li>– Use team approach (three in a team).</li> <li>– Leverage past Council members.</li> <li>– Leverage high profile/celebrity artists.</li> </ul>	Advocating for the Arts Committee with designated CAC staff	
9. Define process to continually engage legislators to participate in local and statewide arts events and initiatives.	Advocating for the Arts Committee with designated CAC staff	

## Phase I: Spring 2006

### *Programs Strategy*

<i>Tasks</i>	<i>Who</i>	<i>When</i>
1) Implement the 2005-2006 Programs Plan as adopted at the January 31, 2006 Council Meeting	CAC staff	Immediately
2) Redesign Programs Plan for 2006-2007 to: <ul style="list-style-type: none"><li>• Ensure at least 50% of programs funds are allocated to Arts in Education priorities.</li><li>• The remaining funds support the state's infrastructure organizations, statewide service networks, convenings, initiatives, CAC's public awareness efforts, and implementation of the other components of the Strategic Plan.</li></ul>	CAC staff	Spring 2006, or sooner if needed, for efforts to Advocate for the Arts.

## Phase II: Fall 2006 – Spring 2007

### *Public Awareness Plan*

1. Present Public Awareness Plan to Council and commence implementation of plan.
2. Begin development of campaign.
  - Begin soliciting and compiling testimonials and stories to use in campaign.
3. Secure public relations firm to heighten the focus of the campaign, immediately following launch.
4. Launch Public Awareness Campaign.
5. Support to the fullest, the efforts of the public awareness plan.

### *Advocating for the Arts*

1. Maintain and refine, as needed, Council member advocacy process, including:
  - “Team of three” approach.
  - Engagement and participation of past Council Members.
  - Involvement of high profile/celebrity artists.
2. Maintain efforts to encourage Legislative participation.
  - Engage Legislators in media events highlighting grants given in local districts.
  - Encourage local arts community to communicate with Legislative representatives and staff, on a regular basis, regarding arts opportunities in local district—with a goal to building stronger relationships.
  - Communicate to Legislators opportunities to experience the arts on a statewide basis, such as Arts Day, Arts Education Month, and through special statewide and national initiatives (e.g., American Masterpieces, Poetry Out Loud, etc.).
3. Maintain and expand relationship with all individuals/groups advocating for the Arts.
  - Continue regular meetings between Council Committee on Advocating for the Arts and all individuals/groups advocating for the Arts; provide updates to full Council in a timely manner.
  - Convene gatherings of arts and other leaders to address issues facing the arts, including how the arts contribute to the welfare of the state.
  - Organize conference on the *State of Public Funding for the Arts*; emphasize statewide representation and participation.

### *Programs*

Dependent on funding, but basic approach still applies.

- Ensure at least 50% of program funds allocated to Arts in Education efforts.
- Remaining funds support the state’s infrastructure organizations, statewide service networks, convenings, initiatives, marketing efforts and implementation of the strategic plan.